



# TIG

*Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

MARCH - APRIL 2001

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*Readiness Assessment Teams*

## SORTS

*Status of Resources  
and Training System*

## Force Protection

*Air Force Space Command  
finds a way to assess it*

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## *The Inspector General Brief*

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# Sharing my thoughts about yesterday, today and tomorrow



**Editor's Note: Maj. Gen. R. J. Winner, The Deputy Inspector General, prepared this farewell message on the eve of his retirement in February. General Winner will be succeeded as DIG by Brig. Gen. Craig R. McKinley, deputy director, Air National Guard, National Guard Bureau, Headquarters U.S. Army/U.S. Air Force.**

**A**S I prepare to transition to civilian life after nearly 38 years as an Air Force officer, I would like to take this opportunity to share some of my thoughts with you about yesterday's, today's and tomorrow's Air Force.

Most of us, just through the miracle of birth, were born in the greatest country in the world. All of us, by choice, are part of the most powerful Air Force in the world.

We have every right to be proud of what we have built, but it is equally important that we remember the decade of the 60's when we were neither well-trained nor well-equipped.

In the early stages of the Vietnam conflict, we lost as many air battles as we won. Many of us also lost friends and family members who fought bravely using tactics and equipment that were not up to the task. We as a nation and a military learned our lessons as the war progressed and continued to evolve.

Today, we are the greatest fighting

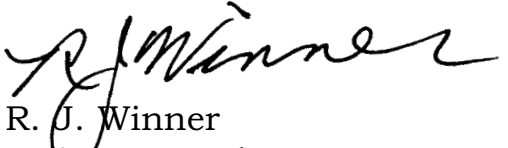
machine in history. We've proven our warfighting capability in the deserts of Southwest Asia and in the skies over the Balkans; and we continue to demonstrate it on a daily basis, enforcing the no-fly zones in Southern and Northern Watch.

No other nation can employ systems across a battlefield like we do. Our ability to continue this in the future demands that we maintain our technological edge by fielding modernized aircraft such as the F-22 Raptor and the Joint Strike Fighter (JSF).

We must also build up our airlift capability with additional C-17s, re-engined C-5As and Bs, and the new C-130J for the tactical airlift mission. We, as a nation, must also find the money to replace our aging tanker and bomber force.

I pray that our children and grandchildren will never have to go into combat, but if the worst happens and 15 years from now my granddaughter straps on a jet and goes to war, I hope it is in an F-22 or a JSF, so she has every technologically superior advantage possible.

Paraphrasing legendary World War II Gen. George S. Patton Jr., let the other guys die for their country.

  
R. J. Winner  
Major General, USAF

The Deputy Inspector General



## Legally Speaking

**T**he Air Force participates in the Internal Revenue Service's Volunteer Income Tax Assistance program.

VITA is run as a special-emphasis portion of the Legal Assistance program of the base legal office.

Authority for participation is found in the Legal Assistance regulation, Air Force Instruction 51-504, *Legal Assistance, Notary, and Preventive Law Programs*, chapters 1, 1.3.1, which lists tax assistance as an authorized activity.

Each January base legal offices throughout the Air Force set up Tax Centers. To qualify people as tax preparers, the Air Force sends them to IRS-sponsored courses after which they take a test and are certified as income tax preparers.

The IRS then supplies the forms and materials necessary to prepare and file individual income tax returns. In most cases this includes a link to electronic forms and the ability to file electronic returns.

Most base legal offices have tax-preparation programs set up with specified hours, phone lines, Web sites and places for the preparation service.

Different bases can handle different levels of sophistication for returns, depending on the level of staffing and the expertise to process complicated returns. For example, one base might be able to prepare returns with complex

calculations for stock dealings (capital gains or losses). Another might only be capable of handling returns which have only income from work and bank accounts (ordinary income).

It is important to note that VITA will not process business tax returns but will handle most levels of personal income tax, including state income tax preparation. This is in accordance with AFI 54-501, chapter 1, 1.2.1, which forbids attorney-client relationships which involve personal commercial enterprises.

VITA eligibility includes:

- Active-duty members
- Spouses of active-duty and other immediate family members
- Reserve military members (the Air National Guard has its own program) who are eligible for legal assistance
- Military retirees eligible for legal assistance.

In addition, some bases allow federal civilian employees access to VITA on an as-available basis.

One more observation: Even though the IRS itself trains VITA tax preparers, liability remains with the taxpayer and no one else. So, it's important to provide volunteer preparers with complete, accurate and truthful information.

You should check with your base legal office or call your base's VITA number or log onto your base's VITA Web page to determine whether your return can be handled at your location. ♦



**Think of it  
as part of  
Legal Assistance**



**Col. Gary Leonard, USAFR**

**AFIA/JA**

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# IN BRIEF

## Airmen get improved deployment tools

The U.S. Air Force Aerospace Expeditionary Force Center at Langley AFB, Va., wants to ensure all expeditionary airmen have the best possible source of deployment information available. *The AEF Commanders' Playbook* is designed to give airmen up-to-date information

on all deployment issues. The playbook helps commanders prepare airmen for AEF rotations. As part of a continuing effort to better educate deploying forces, it contains detailed information commanders and deploying people need.

The quick-reference checklist, which highlights the key issues and lists the relevant sections of the playbook, is designed to be easily carried.

The playbook answers questions about how the AEF impacts a squadron and what commanders should be doing to better support the EAF/AEF. It also includes critical items such as AEF key rules, commanders' guidance, available deployment tools and even a user tutorial.

Commanders can access the playbook and quick-reference checklist from .mil or .gov computers on the "EAF Online" Web site at <https://aefcenter.acc.af.mil>. Commanders can also download the checklist to a hand-held personal digital assistant. Another big improvement made for the second AEF cycle is an upgraded "EAF Online."

Airmen can access individualized training templates on the Web site for detailed information about their deployed job description, mission and even the equipment they will be using in the area of responsibility. (Air Force Print News)

## Military pay voice line

A new military pay interactive voice response system allows active-duty, Reserve, Guard and recently separated military people to access more pay information than ever. Automated access to the system is available 24 hours a day by calling toll-free 1-800-755-7413 (continental United States only), DSN 926-1281 or commercial 303-676-1281. (Air Force Link)

## Virtual personnel flight now covers Total Force

The Air Force has expanded the capability of the Virtual Military Personnel Flight to include Guard and Reserve members.

This expansion provides speed and convenience for those people not stationed near a military base.

"This update brings VMPF a little closer to becoming a Total Force package," said Lt. Col. Nellie Riley, Air Force Personnel Center Field Activities Division chief.

The "new" VMPF adds the following applications for the Guard and Reserve: duty status history, re-enlistment eligibility inquiry, selective reenlistment bonus eligibility, proof of service (allows members to print their proof-of-service letter), and point-credit history of points awarded toward retirement.

For more information about the VMPF, visit the Knowledge Management Web site, <http://www.afpc.randolph.af.mil/km> (AFPC News Service)

## Air Force job search easier for civilians

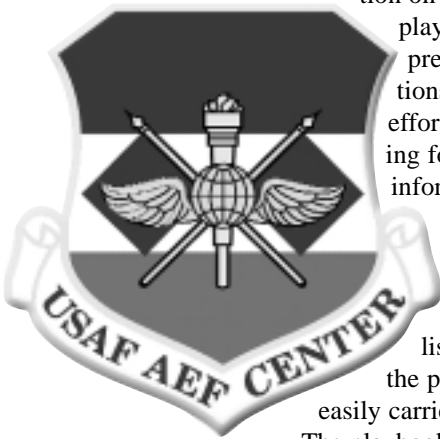
Job seekers no longer have to look for Air Force civilian job vacancies on their own once they register for CANS, the Civilian Announcement Notification System. Anyone with a valid e-mail address interested in seeking employment at Air Force Personnel-serviced installations throughout the Air Force is eligible to sign on, including military members close to retiring or separating.

After registering, the individual will automatically receive a list of new Air Force civilian job announcements matching their specific search criteria.

Subscription service for CANS is free and only available via the AFPC civilian employment Web site, [www.afpc.randolph.af.mil/afss](http://www.afpc.randolph.af.mil/afss). To register, select "subscribe" and log on. (AFPC News Service)

## Taking an off-duty job?

Air Force people who want to take an extra job must take into account their obligations to the Air Force. Military members must receive approval from their supervisor and commander via AF Form 3902. Members could hamper their own future job prospects if they sign contracts containing clauses which prohibit them from taking subsequent jobs in the same vicinity and field as their current job. (AF Link)



# FRAUD in the Air Force

Maj. Michael Richmond AFOSI/PA DSN 857-0989



## **Civil False Claims**

**Subject:** Department of Defense contractor

**Summary:** This investigation, precipitated by a *qui tam* lawsuit filed under the Civil False Claims Act, involved numerous Air Force, Army, Department of Energy and Navy base facility support, environmental remediation, and architect and engineering contracts.

The suit alleged that the subject knowingly submitted false claims to the government. The contractor sold their corporate headquarters in 1983 under a sale/leaseback arrangement and continued to claim depreciation, maintenance and property taxes until 1997. The suit further alleged corporate management directed the destruction of documents evidencing this alleged scheme and directed employees to withhold such information from the government.

**Results:** The contractor agreed to a global settlement of \$35 million for dismissal of the lawsuit. The Air Force will recoup \$3.8 million of the settlement. AFOSI was the lead investigative agency, assisted by Army CID (Criminal Investigations Division), Naval Criminal Investigative Service, Defense Contract Audit Agency, Environmental Protection Agency, NASA and the Department of Energy.

**Editor's note:** A *qui tam* lawsuit is one brought against an individual or corporation by a private citizen on behalf of the U.S. government.

## **Cost Mischarging**

**Subject:** Major Department of Defense contractor

**Summary:** An investigation was initiated

based upon information provided by the Defense Contract Audit Agency that a contractor mischarged commercial work to government-shared overhead accounts. The contractor used internal contracts valued at \$549.7 million to account for costs related to design and production and to transfer of costs of supplies, materials and services between company divisions. Subpoenaed documents verified that the contractor also capitalized and depreciated special test equipment in government-shared overhead corporate accounts, and that corporate management was implicated in the decision to mischarge the government-shared accounts.

**Result:** To date, the contractor has settled administratively with the Defense Contract Management Agency for a total of \$10,869,697. The settlement does not relieve the contractor of possible criminal or civil penalties. This is a joint investigation with the Defense Criminal Investigative Service, with AFOSI as the lead agency.

## **False Certifications, Larceny by Fraud**

**Subject:** Foreign contractor

**Summary:** The AFOSI Detachment at RAF Alconbury developed a proactive source of information that indicated a contractor was submitting false certifications. The contractor had been hired to recover useable diesel fuel from leaking tanks and clean them in preparation for an exchange of control over the tanks from the U.S. Air Force to the British Ministry of Defense. Subsequent investigation revealed the contractor was keeping the useable diesel fuel recovered from the tanks and certifying there was little or none

recovered. The contractor was then using and redistributing the fuel for profit.

**Result:** This matter was recently settled in British courts, resulting in the recovery of \$427,500, the estimated value of the fuel taken.

## **Claim and Counterclaim**

**Subject:** Department of Defense construction contractor

**Summary:** This rather unusual investigation was initiated based on a contractor's invocation of the Contract Disputes Act (CDA) against the Air Force. The contractor was civilly suing the Air Force for additional costs they argued they incurred during the course of a base-level, firm-fixed price contract for trench excavation in excess of \$2 million.

Subsequent investigation disclosed that the contractor submitted a false CDA claim in Federal Claims Court. Documents seized from the contractor indicated that the "added costs" the contractor incurred during the course of the contract were expected costs and, therefore, not the fault of the Air Force. Thus, the USAF counterclaimed that the contractor had been fully paid and that its CDA claim was filed fraudulently.

**Results:** AFOSI investigation of the contractor provided the evidence necessary to substantiate the USAF's claim. The contractor was also found to have violated the False Claims Act. The Federal Claims Court awarded the Air Force's counterclaim in the amount of \$1,505,258.44 (the amount of the unsupported claims) and fined the contractor \$10,000 under the provisions of the False Claims Act. ♦

# Recent AUDITS

Mr. Ray Jordan AFAA/DOO DSN 426-8013



The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may

request copies of these reports or a listing of recently published reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing requests to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page, [www.afaa.hq.af.mil](http://www.afaa.hq.af.mil).

## Travel Pay Controls

The Air Force Office of Special Investigations recently asked the Air Force Audit Agency to help identify internal control weaknesses that resulted in fraudulent travel payments at an Air Education and Training Center Command wing and detachment of \$88,377 and \$68,415, respectively.

The audit at the wing disclosed that periodic random reviews of processed vouchers were insufficient, operating personnel had unnecessary levels of access to the automated data processing system, and management had not established a process to follow up on outstanding advances.

At the detachment, one member handled all aspects of travel transactions without adequate supervision, and travel advances were not properly authorized.

Due to joint audit and investigation, the responsible individual at each location pleaded guilty to larceny charges. The chances of this type of

fraud recurring have been greatly reduced. (*Report of Audit DE000028 and DE000029*)

## Pacer Crag

A recent audit of the Pacer Crag program disclosed that base supply personnel did not process unserviceable aircraft parts for warranty credit. Pacer Crag is a program designed to upgrade KC-135 avionics systems through a joint effort of contractors and Air Force logistical support and oversight.

The audit found that supply technicians did not process credits for 39 warranty parts, which could have saved the government approximately \$400,000.

Additionally, processing all future credits could result in savings of \$1,623,600 over six years.

During the audit, management took immediate corrective action and processed credits for all 39 turn-ins. Management also strengthened procedures to help ensure all Pacer Crag unserviceable aircraft parts are identi-

fied in the future and processed for warranty credit. (*Report of Audit WM001002*)

## Mess Attendant Contract

A review of a mess attendant contract at one installation disclosed that base managers did not accurately estimate contract work requirements.

Base managers negotiated a firm fixed price contract based on estimated hours needed to perform the service. However, actual hours needed were 29,622 less than estimated for the 12-month period reviewed. As a result, the Air Force paid \$95,000 a year more than necessary.

Based on audit recommendations, management modified the solicitation for the new mess attendant contract to better reflect actual needs.

Management's prompt action will potentially save the Air Force approximately \$800,000 over the Six-year Defense Plan. (*Report of Audit EO001010*) ♦

## HOLD the PHONE!

Times change. So do telephone numbers and office symbols.

Here are a couple of updates to our IG Phone Book in the Jan. - Feb. edition of *TIG Brief*.

- The Air Force Academy's listing

under DRUs (direct reporting units) should read *HQ USAFA/IG USAF Academy CO DSN 333-3490*. The 10th Air Base Wing does not have an IG.

- The 49th Fighter Wing IG's DSN number is 572-2123.





# EAGLE LOOKS

**The Air Force Inspection Agency, as the principal action arm of the SAF/IG inspection system, conducts independent management reviews of key issues, programs and processes as identified by senior Air Force leadership. These reviews are called *Eagle Looks* and each culminates with an extensive writ-**

**ten report as well as an executive briefing to key major command, Air Staff and Secretariat leadership. Below are abstracts of the most recent Eagle Looks. For more information or copies of the reports, contact the Eagle Look team chief at the telephone number or e-mail address at the end of each abstract.**

## Lodging NAF Requirements Budget

### A team assessed ...

... the effectiveness of the lodging Nonappropriated Funds Requirements Budget (NRB) process, including the development of the budget at base level, major command management of command lodging fund grant programs and the oversight and execution of approved NRBs. This Eagle Look was conducted at the request of Headquarters, USAF Services.

### The team found ...

... the lodging NRB process was not fully effective.

### Look out for ...

... inadequate policies and guidance governing the lodging NRB process and ineffective oversight at all levels, which were the two key findings identified by visits to services units at 32 bases and nine major commands.

Factors contributing to these major trends included:

- Too many gray areas in the lodging application of funds matrix.
- Divergent policies and procedures among MAJCOMs in their operation of command lodging funds.
- A lack of MAJCOM oversight of lodging NRB execution.
- Failure of NAF financial analysts and NAFs councils to fulfill their oversight responsibilities.

**Do you have a recurring training requirement?** The resource management flight chief at F.E. Warren AFB, Wyo., established a budget training program and developed a NAF budget handbook for activity managers. Call Ms. Sylvia Britt at DSN 481-4399 for more information.

**Need to track command lodging fund grants?** To track progress on completing grants, Yokota AB, Japan, developed a spreadsheet. Call Mr. Satoru Watanabe at DSN 315-225-7766 to find out more.

### Want to know more?

Contact Lt. Col. Janice G. Long, team chief, at DSN 246-1969 or e-mail [janice.long@kafb.saia.af.mil](mailto:janice.long@kafb.saia.af.mil).

## Sustaining Engineering Process

### The team assessed ...

... the Air Force's sustaining engineering process and made recommendations for process improvement. The team visited 20 military installations and nine civilian firms, and seven major command and Air National Guard headquarters. This Eagle Look was conducted at the request of the San Antonio Air Logistics Center, Automatic Test Systems Branch.

### The team found ...

- ... no overarching Air Force-level policy and guidance on sustaining engineering.
- ... numerous non-integrated requirements planning processes.
- ... fragmented funding.
- ... inadequate training.
- ... a lack of success criteria.

### Look out for ...

- ... expanded Air Force sustainment policy that will include sustaining engineering.
- ... a flexible sustaining engineering requirements planning process.
- ... consolidated sustainment-related (including sustaining engineering) budget calls.
- ... strengthened training programs.
- ... development of methods to assess the long-term impact of sustaining engineering efforts.

**Need a requirements process?** Air Force Space Command developed a highly integrated and clearly defined process for determining sustaining engineering requirements for the ICBM fleet. Call Mr. Jerry Peterson, DSN 777-1265.

**Need to get a handle on tasks?** The B-2 System Support Manager at the Oklahoma City Air Logistics Center developed a guide and checklist for possible sustaining engineering tasks. Call Mr. Steve Richter, DSN 339-2645.

### Want to know more?

Contact the team chief, Lt. Col. Dale Balmer, DSN 246-1855, [dale.balmer@kafb.saia.af.mil](mailto:dale.balmer@kafb.saia.af.mil); or Tech. Sgt. Bill Sill, DSN 246-1673, [harold.sill@kafb.saia.af.mil](mailto:harold.sill@kafb.saia.af.mil). ♦





# HSIs

The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts Health Services Inspections. HSIs are compliance inspections of the medical programs and facilities of active-duty and Air Reserve Component units. Below is HSI-related information that military treatment facilities will find useful and even essential in their ongoing preparations for visits by AFIA's HSI teams.

## The HSI Guide: Not the sole source

It's easy to mistake the Health Services Inspection Guide as *the* rulebook containing everything medical treatment facilities need to know to pass an HSI – and meet the military-specific requirements for quality health care.

While that assumption is mostly true, it is a misconception. The HSI Guide is not comprehensive and was never intended to be.

The HSI Guide was designed to be the checklist used by inspectors during HSIs. It is, in essence, a distillation of high-risk problem areas in the Air Force medical service. We frequently revise it to eliminate those areas that are not producing findings and, therefore, are no longer considered problem-prone.

The result of this refinement process is a document containing programs and systems that are often problematic. Fortunately, we find that if an organization is able to execute the difficult programs, it will inevitably execute the easier ones well.

In contrast to the HSI Guide, the standards of the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) comprise a comprehensive summary of “how to” run a health care organization. These standards are extensive, and the process of developing them is structured and formal. The analogous Air Force documents are the Air Force instructions that govern medical care.

The HSI guide is the template used by inspectors to give structure to the inspection process. The fact that it serves as an excellent distillation of AFIs and policies should not obscure the fact it is not the ultimate authority on Air Force medicine.

*Col. (Dr.) Don Geeze*  
*Deputy Director, Medical Operations*  
*Air Force Inspection Agency DSN 246-2535*

## SPO: Sustained Performance Odyssey

All active-duty Air Force medical facilities evaluated by the Air Force Inspection Agency and the Joint Commission on Accreditation of Healthcare Organizations are now subject to limited notice prior to the arrival of survey teams.

This initiative, referred to as SPO (Sustained Performance Odyssey), is the next level in the three-year-old collaboration between AFIA and JCAHO. Odyssey is the program in which JCAHO and AFIA Health Services Inspection teams jointly survey Air Force medical facilities every 36 months.

Air Force facilities can now be visited by the JCAHO and AFIA HSI teams anytime within a 12-to-48-month window since their last survey.

Facilities will only be given a two-to-four-week notice. In the past, facilities were aware of the approximate date of their triennial survey and were notified of the actual dates three to six months in advance.

In addition, Air Force facilities remain eligible for random, unannounced surveys by JCAHO and AFIA, between full surveys.

The short-notice SPO will minimize ramp-up costs and the stress that the assessment used to have on medical facilities staffs. The new process at the same time encourages a state of continuous standards compliance.

An integral part of this process is the refusal to accept any “wet ink” after the initial notification. This is to focus a facility's attention on issues of patient care in a more timely and responsive manner. Programs and processes already in progress at the time of notification will be evaluated case by case.

Medical facilities to be surveyed are selected by calculating the time since their last survey, previous JCAHO and HSI scores, and human factors such as large-scale deployments and other Air Force mission requirements. ♦

# ASK the IG



## **Will the IG investigate a complaint about fraternization or an inappropriate relationship? Will the IG investigate my TRICARE complaint?**

We may, but normally we would refer these types of complaints to the appropriate command channel or functional staff.

The IG system is designed to investigate alleged violations of procedure, policy or regulation as well as fraud, waste and abuse issues.

Whenever an established grievance channel exists to deal with certain types of issues, the IG will typically refer complaints to this channel. Normally, commanders are best equipped to deal with fraternization and inappropriate relationship matters within their unit.

The local TRICARE Benefits Service Office is normally best suited to handle TRICARE complaints. They have the technical expertise to respond in both a timely and an appropriate manner to an Air Force member's TRICARE issue.

Table 2.5 (page 36) of Air Force Instruction 90-301, *Inspector General*

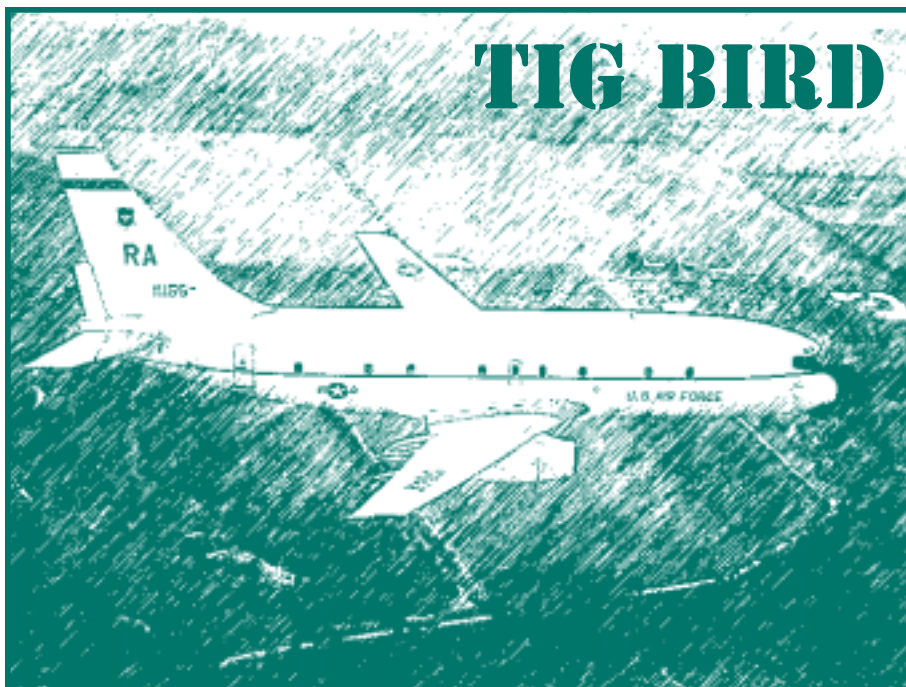
*Complaints*, lists the types of complaints not normally handled by the IG system and includes which agencies normally do handle them.

## **Is a complaint to a first sergeant a protected disclosure?**

The short answer is no. When the Whistleblower Protection Act was passed, the Air Force decided that, within the Air Force, only commanders with UCMJ (Uniform Code of Military Justice) authority and IGs could receive "protected disclosures."

I discussed this with the Air Force senior enlisted leadership last year and it was felt generally that first sergeants should *not* be included because one of their primary roles — providing advice and counsel to the enlisted members in the unit — might be jeopardized if they became entangled in receiving "protected disclosures."

This way, first sergeants maintain the flexibility to listen to complaints informally then refer their people to the commander when they deem it appropriate. ♦



## TIG BIRD

### T-43A

It looks a lot like a Boeing 737, which is close to the truth. The Air Force uses the T-43A to train navigators, but some carry passengers, providing operational support to major commands. For more, go to [www.af.mil/news/factsheets/T\\_43A.html](http://www.af.mil/news/factsheets/T_43A.html).



# MISSION description

Highlighting unique Air Force organizations

The Air Force Personnel Center, headquartered at Randolph Air Force Base, Texas, is a field operating agency of Headquarters Air Force, Deputy Chief of Staff Personnel. AFPC manages personnel programs and carries out policies affecting Air Force active-duty and civilian members.

AFPC's mission is to provide Air Force commanders, military members and civilian employees world-class personnel support. AFPC supervises and directs the overall management and distribution of military and civilian personnel (lieutenant colonel and below) and military/civilian personnel operations, including overseeing performance evaluations, promotions, retirements, separations, awards, decorations, uniforms, education, personnel procurement, disability processing and the Air Force's voting program.

AFPC plans for contingencies, maintains active-duty personnel records, and provides transition assistance and support to Air Force retirees.

It also serves as the single manager for the personnel data system (active-duty, Reserve, Guard and civilian personnel) under the Total Force Management Concept.

## Q's and A's about AFPC

### Q: WHAT IS THE VMPF AND WHAT CAN IT DO FOR ME?

A: The Virtual Military Personnel Flight has been created, not to replace the MPF, but to offer the Air Force member a way to con-

duct personnel-related business online from their own home computer or from the field — anywhere they have access to an Internet-connected computer. It allows the member a simpler way to conduct business with as little interruption as possible to their daily



as well as allowing them to conduct business at any time. It also allows the personnel folks at base-level MPFs to provide more direct customer support for those functions that demand more personal contact or one-on-one counseling. For more information, go to the VMPF link on the AFPC homepage site index, [www.afpc.randolph.af.mil](http://www.afpc.randolph.af.mil).

### Q. HOW DO I STAND FOR OVERSEAS SELECTION? WHAT IS MY NUMBER ON THE VOLUNTEER/NONVOLUNTEER OVERSEAS LIST?

A. Eligibility for overseas listings is maintained by individual assignment NCOs. Relative standing changes daily due to factors such as number of volunteers, available assignments, people entering or leaving the eligible pool (assign-

ments, promotions, retirements, separations, retraining), authorization changes, etc. You can determine your approximate vulnerability by checking the freeze dates for your grade and specialty code on the overseas EQUAL listing. This will help you decide if you are "hot" for overseas. Armed with that information, you can more effectively participate in the assignment process. Note: There are a few specialty codes that do not receive assignments under EQUAL (for example, 1AXXX).

### Q: HOW ARE LINE NUMBERS ASSIGNED?

A: The present method of determining Promotion Sequence Numbers (PSNs), commonly referred to as line numbers, was developed from the basic military philosophy of rank, precedence and command. PSNs are assigned on the basis of date of rank, total active federal military service and date of birth. Selectees are promoted in monthly increments as vacancies occur.

### Q: CAN OFFICERS CHECK THE STATUS OF THEIR PREFERENCE WORKSHEET?

A: Yes, officers may check to see if their current PW is on file through the AFPC Assignments homepage. If there is no PW in the system or the PW shown is not the most current version, officers should check with their commander to see if they have coordinated on the PW. If the commander has forwarded the PW, but it does not appear in the system, the officer may contact AFPC/DPAPS at DSN 665-2510 to report the problem. In addition, an e-mail notification will be sent to both the officer and the commander when a PW is received by AFPC. ♦

*Tech. Sgt. Dawn Hart, AFPC Public Affairs, contributed to this article.*



## AMC inspects deployed units

# Readiness Assessment Teams

Tech. Sgt. Kelly Godbey Asst. Editor DSN 246-1980

For years the Air Force has wrestled with the idea of how to award operational readiness inspection credit for real-world contingencies and preplanned deployments.

RATs to the rescue. Air Mobility Command has developed Readiness Assessment Teams that inspect real-world operations while AMC units are deployed doing the mission. These inspections have saved millions of dollars *and* validated the overall readiness of AMC units to support contingencies around the world.

*TIG Brief* recently asked Col. Ralph Van Wagner, AMC IG's chief of Policy and Process, to explain the success of AMC's RATs.

**Q: How are RAT inspections different from a standard AMC EORI?**

A: For standard AMC Expeditionary ORIs (called an IG-generated exercise or IGX), the IG controls the tasking, scenario, sequence of events and types of events. We inject situations into an

IGX to achieve certain predetermined goals. During a RAT, the taskings are real-world and the IG avoids interfering unless an unsafe condition is observed. We observe and inspect as the deployed forces are doing their job. Our objective is to assess how well AMC units perform at deployed locations and how well the AMC system supports them. For the first RATs we observed AMC units during Operation Allied Force in April 1999. We found that similar problems existed at the five locations we visited. Often the problems involved understanding and acting on the tasking from the supported theater commander in chief. These observations were fed back into AMC, and Tiger Teams formed to address the problems. We also found a base tasked to provide unit type codes that were not assigned to the unit. We were able to follow up on the error and help the headquarters improve their tasking process. During a RAT, we observe what is required in the field to

accomplish the assigned mission. The IG does not inject events, such as ATSO (ability to survive and operate), while the unit is at the deployed location. Consequently, the number of observed tasks typically is less during a RAT, but the core capabilities are assessed without artificiality.

**Q: How many unit type codes and events have the RATs inspected so far?**

A: Since June 2000, we've completed 51 UTCs during 13 RAT events. A majority of those inspected fall into the operations and maintenance arena. The pace has quickened as units have realized the advantages of RATs. On the books through June 2001, we have 75 more UTCs scheduled for 29 events. To put this into perspective, we inspect 132 UTCs during a two-week IG-generated exercise. The number of RATs executed already and planned through June represents the equivalent number of UTCs inspected during an IG-generated exercise. That effectively eliminates the OPTEM-PO associated with preparation for an inspection.

**Q: Because the assessment is taking place during a real-world operation or pre-planned exercise, is it easier or harder to perform the inspections?**

A: There are two primary concerns when evaluating with a RAT: Coordinating with the theater to allow an inspection team in and ensuring that we are seeing enough activity to accurately evaluate the inspected unit's capability.

The AMC IG works diligently to cooperate with theater personnel in achieving clearances and deconflicting schedules. There is some natural reluctance on the part of the theater to allow an inspection team to come; after all, this is new. Our performance so far has shown that we truly don't expect "painted rocks" and other style points.





The emphasis on the unit is to do the mission they are organized, trained and equipped to do. The inspection team assesses how well they do their “meat and potatoes” job.

Additionally, the question has been raised about failing a UTC in the field. We believe that a failure in the field will be obvious not only to the IG team but to the supported customer as well. That kind of call will be handled very carefully with inputs from the AMC numbered Air Force commander and the theater. If all agree that performance is not up to par, the IG

team offers the ability to provide in-depth information regarding how the poor performance can be corrected. We examine how the UTC is organized, trained and equipped. Corrective action may require a completely new UTC, merely surgically replacing poorly performing personnel, or identifying needed resources.

For a team chief, the most difficult part of a RAT is determining what is enough. Because we don’t control the operation, the

primary limitation is the density of the information gathered. To make an assessment, the IG needs a fairly active operation. Because we don’t control the schedule of events, we could be at the location at exactly the wrong time. Therefore, a lot of prior coordination is required. We don’t ask the theater to change schedules just because we are there. Nevertheless, weather can ground aircraft and customer needs are not linear, nor always predictable. The IG team chief must decide if extending the duration of the inspection will overcome the issues.

**Q: What are the RATs inspecting?**

A: A RAT inspects the UTC’s effectiveness in meeting its defined mission capa-

bility. To do this, we use mission-essential tasks that are determined by the cognizant function on the AMC staff. The tasks fall into two categories, UTC-specific tasks and core tasks. The UTC-specific tasks describe success and failure of a function, such as civil engineering or aerial port. A core task is required of all-deploying personnel and units, such as ATSO or Information Assurance.

**Q: What grading criteria are used by the RATs?**

A: The AMC IG uses a three-tier grading system for mission-essential tasks and standards. Green is *mission ready*; light green is *mission ready with action items required*; and red is *not mission ready*. When all the unit’s UTCs are inspected, the IG rolls up the information into a wing grade which is a five-tier rating — Outstanding, Excellent, Satisfactory, Marginal or Unsatisfactory. We went to this methodology because we incorporated the AMC Mission Essential Task List (METL) into our inspection methodology.

In many ways, the use of the AMC METL eliminated the temptation to “paint rocks” because these tasks and standards lead the inspector to a set of rigidly structured questions similar to a compliance inspection.

The inspector reports data according to the standards defined by the headquarters functionals. After assessing a number of standards within a UTC, the inspector rates the overall UTC performance. It is at this level that IG judgment plays a greater role.

**Q: What are some success stories thus far?**

A: The success of RATs is shown in our support to customers, the ability to more effectively employ our limited assets, and AMC’s commitment to our personnel. OPTEMPO is a critical piece of the definition of success or failure. By using AMC commitments rather than laying on an additional IG burden, the total force of active-duty, guard and reserve units is able to provide more aircraft to the

system. Tankers from the Nebraska Air National Guard flew during Operation Allied Force without having to prepare for a separate IG inspection when they returned home.

Units that aggressively manage their commitments are able to control their own destiny better than ever before. The leadership at Fairchild AFB, Wash., have taken that approach and are working to complete the inspection of all their UTCs in less than two years.

We’ve discovered venues that decrease the OPTEMPO on security forces personnel by linking exercises in Korea with the inspection of AMC UTCs. Each time a RAT is accomplished, the stress of time away from home is lessened and the quality of life within AMC is improved.

The overall success of RATs, and EORI in general, comes from the adaptiveness and competence of the total force. They have shown the ability to rapidly unite as a team, solve time-sensitive problems, and initiate actions to accomplish the mission better than any other aerospace force in the world. ♦



# Status Of Resources and Training System

## A snapshot of readiness itself



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*Once you eliminate the impossible, whatever remains, no matter how improbable, must be the truth.* — Sherlock Holmes

Air Force units wrestle with readiness every day. It's the reality they face in their manning and training to support today's high OPTEMPO and PERSTEMPO.

The primary conduit for reporting readiness to your higher headquarters is generally SORTS, the Status of Resources and Training System. SORTS is a snapshot in time, a report of what a unit can do based on its DOC (Designed Operational Capability) statement and MIS-CAP (Mission Capability).

A good SORTS program helps ensure commanders have the best information available to commit time and resources to the problems that affect unit readiness. A good working knowledge of a unit's SORTS program can help inspection teams focus their efforts before the evaluation even begins.

This is where simple ends.

MISCAPs and DOCs can be out of date and Air Force Instruction 10-201, *Status Of Resources and Training System*, was substantially updated a year ago, making it necessary for major commands to update guidance to their field units.

Despite the potential for confusion, units still need to know what you'll inspect.

In regard to SORTS, AFI 90-201, *Inspector General Activities*, attachment 4, says that to assess unit readiness during operational readiness inspections, inspectors should ask the question, "Is the global SORTS reporting timely, accurate and properly classified?"

The following rules of engagement can help inspectors sort things out during unit-level inspections:

- Thirty days to one week out from the inspection, review the unit's current report and SORTS history via SIPRNET. Coordinate with the unit SORTS monitor if any problems (C-3 or lower), grave inconsistencies, etc., exist.

- After the inspection inbrief, talk to the commander about unit status. Even if a SORTS brief was part of the inbrief, make sure everything was disclosed, review current limiting factors and find out the commander's role in the SORTS process.

- Ensure primary and alternate SORTS monitors are trained and have current continuity books and references.

- Arrange face-to-face meetings with the SORTS monitor, unit training manager, job/maintenance control manager and chief of maintenance. If the unit has a readiness function, also meet with their representative. Good coordination among these functions and good validation of information they receive from key members of their unit are critical for good SORTS reporting.

- Equipment accountability is a key issue. Poor accounting will cause problems that will cascade beyond SORTS to other management areas. Bottom line: If you don't know what you've



got or where it is, it's hard to manage it.

- Find out how the SORTS monitor gets equipment-specific and ancillary training information. Share this information with your inspectors, sample training records and actual vs. reported equipment status, then readdress inconsistencies.

Let's say an organization is DOC-tasked for 12 bags of marbles. They are in C-1 status if they can report to higher headquarters that all 12 bags are ready and available, that the proper amount of 20 marbles is serviceable and loaded in each bag, and that for each bag there is a qualified shooter who is shooter-trained and has completed all required ancillary marble training.

A lower readiness state will generally be assessed if a unit can't perform all of its DOC-tasked functions (in this case, providing and shooting marbles) due to manning, training or equipment.

The unit SORTS monitor is the central control, acting as the commander's agent. The monitor ensures that all shooter training and marble equipment status are organized and, based on AFI 10-201, briefed to the commander and reported to higher headquarters.

MAJCOMs validate what the unit SORTS monitor reports by having inspectors physically sample the bags of marbles to:

- make sure that they are serviceable
- that there are actually 20 marbles in a bag
- that the marbles have been "PMEL'd" (measured precisely) to ensure that they are truly round
- that the shooters have had documented training in their records to support that they can actually shoot, and
- that they have the ancillary training to ensure they can operate and shoot in a potentially hostile environment. ♦



# Check this list of updated wisdom to pass any inspection

**Editor's note:** We researched (stumbled into) a 20-year-old *TIG Brief* article by a certain Lt. Col. Sutherlen of what was then known as the Air Force Inspection and Safety Center. We asked Maj. Edgar S. Castor, director of the Air Force Inspector's Course, to blow the dust off and determine how much of its truth still shines. To no one's surprise, most of the article withstood the time test. All things must pass? Some things never change.

With preparation, your unit can weather just about any inspection storm. The following guidelines can help units prepare for an impending visit from their major command inspector general.

✓ **Know your pass/fail criteria.** Research inspection requirements; most are located in Air Force Instruction 90-201, *Inspector General Activities*, and major command supplements to 90-201 and on many of the MAJCOM IG Web pages (which didn't exist in 1981). Concentrate on critical areas first, then polish up the rest.

✓ **Keep your priorities straight.** Use the inspection criteria to set up a timeline to do a self-inspection of every area that the IG evaluates.

✓ **Establish and use a self-inspection system.** The expertise to make or break an inspection already exists within your unit. Put that expertise to use by giving yourself an honest look. Set up a mini IG team and inspect yourself. It's much better for you to identify the problems and build a road map for resolution than to have the IG come in and document your problem areas for the world to see. Task

an office or individual to be responsible for crosstell information. Have this office or person gather inspection reports from other MAJCOMs (most of these are available on the MAJCOM IG Web page but you may need to sign up for a password to log in) and highlight areas that are of interest to your unit. Send this information out to supervisors/section heads and have them respond back concerning the applicability to your unit. MAJCOM functionals are an invaluable but often underutilized information source. Use them; they get paid to make MAJCOM policy and are also the functional experts.

✓ **Get out among 'em.** Get out from behind your desk and talk to the troops. That's what the IG team does when they come to town — evaluate the troops doing the mission. Commanders and supervisors are rated on how well the troops get the mission done. Once the inspection starts, it's too late for management to get involved.

✓ **Understand the IG.** IGs are only human (really!) and they have an extremely tough job to do and most really want you and the unit to do well.

✓ **Be professional.** You may not always see eye-to-eye with an inspector but most issues can be resolved in your favor if you keep your cool and provide documentation to show your side of the story.

✓ **Be honest.** Don't hedge or lie your way out of a tough situation. If there is problem, admit to it and then show the inspector how you plan to resolve it. (Do this in writing and at the earliest opportunity, usually the next duty day).

✓ **Don't hover.** Show interest and concern, and make yourself available when the inspector





asks. But give your inspector a quiet place to work and a free rein in your area.

✓ **Allow your troops to shine.** They've worked hard to prepare for the inspection and now you need to show your confidence and trust in them. If they look good, so will you.

✓ **Put your best foot forward.** Show the IG the best you have. If you have an "A" Team, highlight them to the inspector. Conversely, if you have a major problem, be upfront about it (the IG will find it) but show the inspector the strides you've made to correct it. Make sure that you have a history of concrete evidence of your efforts to resolve the problem. Just because you identified a problem does not mean you won't be written up.

✓ **Don't alibi or make excuses.** Whining only gets you the best cheese to go with your particular excuse.

✓ **Agree to disagree.** If a particular problem cannot be resolved at your and the inspector's level, remember to keep it professional. The disagreement will be bumped up the chain of command. Make sure that you have all of your documentation and that it is understandable and forward it up; the inspector will be doing the exact same thing from his viewpoint.

✓ **Get your attitude right.** There are two views of an inspection: *A Chance to Shine* or *An Opportunity to Fail*. Your view and that of your personnel play a big part in how you are perceived. If you approach the inspection as a chance to shine, it can color the inspection in your favor. On the other hand, viewing an inspection as an opportunity to fail can also affect your rating. ♦



# FORCE PROTECTION

AFSPC/IG

gives commanders  
realistic appraisals

Maj. Ken Holliday HQ AFSPC/IGISF  
kenneth.holliday@peterson.af.mil DSN 834-6746

**H**ow do installation commanders know if their force protection programs are working?

In Air Force Space Command, the Inspector General provides commanders with an objective, independent and realistic appraisal called a Force Protection and Antiterrorism Vulnerability Assessment. FPATs are reviews of an installation's force protection and physical security program that identify vulnerabilities and, most importantly, leave commanders with suggestions for low- and no-cost program enhancements.

**FPATs are not rated inspections.** This is a first of its kind program which began during the summer of 1999. It provides commanders at all levels an unbiased assessment of their force protection environment and awareness during day-to-day operations.

Since the FPAT is a no- or limited-notice visit, one of its main strengths lies in its analysis of routine operations.

The AFSPC IG Team performs two types of assessments: Categories I and II.

Category I assessments consist of four phases: a no-notice observation which can last up to two days, an exercise, a program review and a detailed outbrief to installation leadership. They are geared toward AFSPC wings and larger AFSPC geographically separated units (GSU), last about a week, and require a five- to seven-member team.

Category II assessments are different in that they are geared to smaller GSUs, don't have an exercise, are performed by a two- or three-member team and last about three days, including travel.

Both category I and II outbriefs highlight suggested program enhancements as well as any training and budgetary recommendations.

All FPAT team members must be Force Protection Level II-certified. The team is comprised of personnel from multiple AFSPC func-

tional specialties. To avoid confrontation during no-notice exercises, all assessors carry an appointment letter signed by the AFSPC commander or vice commander. The letter is supported by a prepositioned Entry Authority List (EAL) and notification to the numbered air force commander. This EAL is updated quarterly. If an assessor is challenged, he or she will comply with all instructions as well as provide proper identification and the appointment letter.

FPATs are normally scheduled at 18-month intervals. This program is not meant to replace a Joint Staff Integrated Vulnerability Assessment (JSIVA), but to complement it. In fact, if an installation is scheduled for a JSIVA or other major command vulnerability assessment within 18 months, it will not receive an FPAT. Likewise, an installation will not receive an FPAT if it has received one of these assessments within the past 18 months.

FPAT results are reported in



two ways. First, AFSPC/IG sends a detailed report to the AFSPC commander and vice commander, the installation commander, the appropriate NAF commander, and to selected AFSPC staff directorates. Second, generalized electronic messages are sent to all space wing commanders. These messages pass on lessons learned and program highlights, but do not address vul-

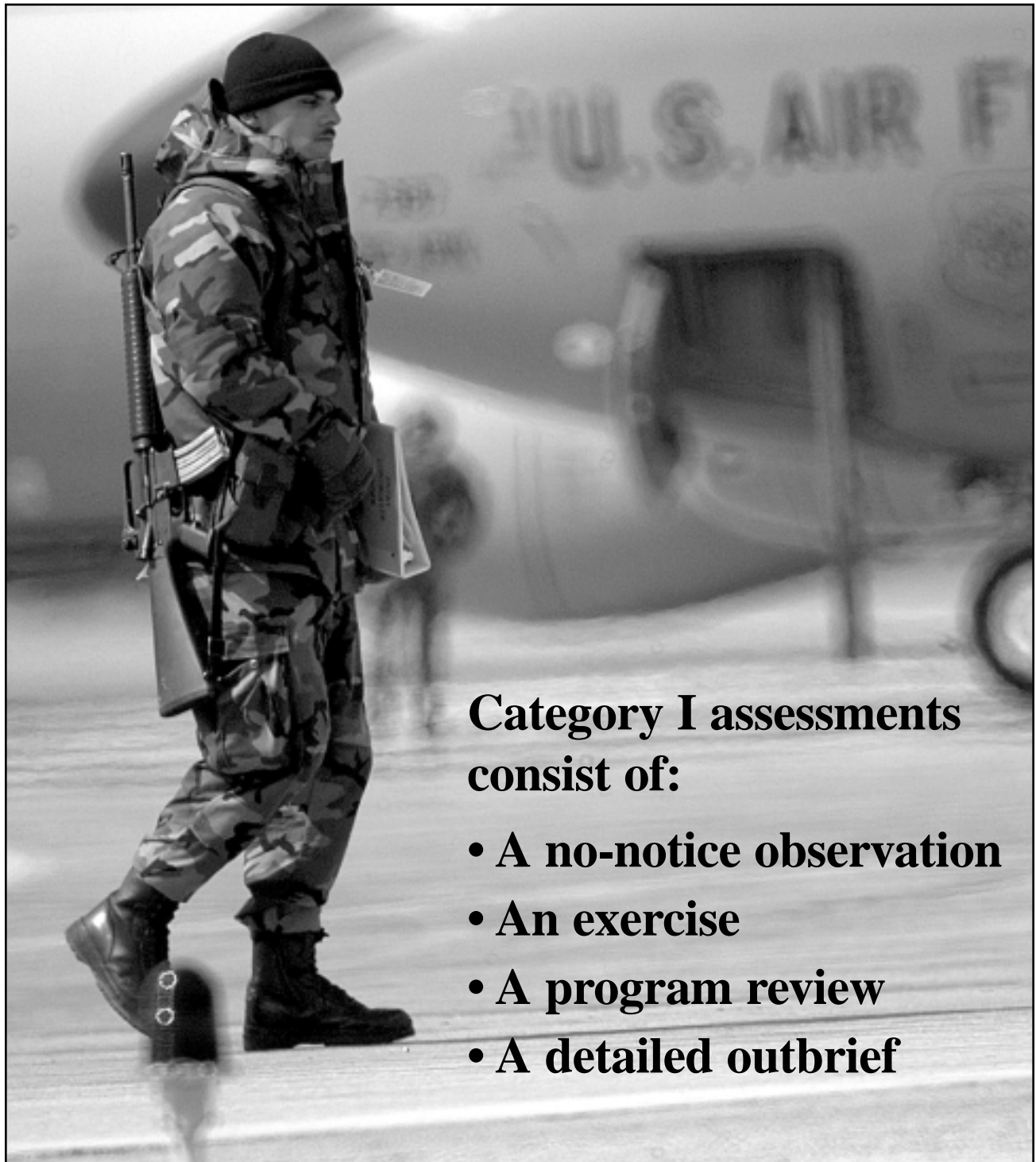
nerabilities unique to the installation visited.

In the past, the FPAT exercise concentrated on overall awareness and base penetration. However, the FPAT is an evolving program and as such, the focus of future exercises will change as well.

Installations have inherent vulnerabilities and risks. Everyone is responsible to improve the force

protection environment as much as possible. Space Command's FPATs are dedicated to this goal.

For more information about the AFSPC Force Protection Antiterrorism Vulnerability Assessment program, contact Maj. Ken Holliday, Senior Master Sgt. Kerry Coleman or Master Sgt. Eric Piarrot, DSN 834-6746, 4143 or 8931. ♦



## **Category I assessments consist of:**

- **A no-notice observation**
- **An exercise**
- **A program review**
- **A detailed outbrief**



## *Maj. Joseph "Jay" Thompson*

**Duty Title:** Chief, Security Force Inspections

**Organization:** Headquarters, Pacific Air Forces, Directorate of the Inspector General, Hickam AFB, Hawaii

**Air Force Specialty:** Security Forces

**Veteran of:** Operational readiness inspections, including combat employment readiness and initial readiness response inspections; a Korean Peninsula ORI; unit compliance inspections; all totaling 16 inspections.

**Job Description:** Plans and directs ORIs and UCIs of security forces units with diverse missions and threats from Alaska to Guam to Japan, and to the Republic of Korea. Inspects compliance areas and special interest items as directed by PACAF commander in chief. Supervises staff augmenting SF inspectors responsible for development of complex ORI scenarios. Prepares written IG reports, inspection

briefs, and is IG liaison to PACAF/SF staff on security forces issues. Briefs PACAF commander, vice commander, SF director and unit commanders on inspection results and proposed corrective actions.

**Hometown:**

Fayetteville, N.C.

**Years in Air**

**Force:** 14

**Volunteer Work:** Boy Scout troop master



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## *Master Sgt. Mark D. Taylor*

**Duty Title:** Superintendent, Command and Control Inspection Branch

**Duty Station and Organization:** Headquarters Pacific Air Forces, Directorate of the Inspector General, Hickam AFB, Hawaii

**Air Force Specialty:** Command and Control

**Veteran of:** More than 20 unit compliance and operational readiness inspections throughout the Pacific Theater.

**Job Description:** Responsible for evaluating command and control, unit effectiveness and operational readiness of nine active-duty wings and three Air National Guard groups in PACAF with more than 366 tactical aircraft, 36,000 people and \$10 billion in military assets. Prepares inspection plans, scenarios and emergency action messages to support unit inspections. Validates all PACAF status of resources

and training system reports.

Prepares written reports of inspection findings. Validates and assesses compliance with PACAF Special Interest Items.

**Hometown:** Potts Camp, Miss.

**Years in Air**

**Force:** 20

**Volunteer Work:** President of the Hickam Airman's Attic







# IG PROfiles

## *Maj. Brett E. Crozier*

**Duty Title:** Chief, Civil Engineer Inspections

**Duty Station and Organization:** Headquarters Air Force Space Command Inspector General, Peterson AFB, Colo.

**Air Force Specialty:** Civil Engineer

**Veteran of:** Operational readiness inspection (ORI), compliance inspection (CI), contract support activity assessment (CSAA), and force protection and antiterrorism vulnerability assessments (FPAT-VA)

**Job Description:** Plans and inspects civil engineer (CE) programs at seven AFSPC wings and two numbered air forces. Conducts ORIs, NSIs, CSAAs, and FPAT-VAs. Lead CE inspector for environmental, fire protection, disaster preparedness, construction programming, mission critical utilities, explosive ordnance disposal, and CE-related nuclear safety and security programs. Lead inspector for development of emergency response exercise and field deployment exercise scenarios.



**Hometown:** Elmore, Ohio

**Years in Air Force:** 11 1/2

**Volunteer Work:** Big Brother/Big Sister program. Volunteered for two deployments while assigned to IG

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## *Master Sgt. Linda A. Cummings*

**Duty Title:** Chief, Personnel Compliance Inspections

**Duty Station and Organization:** Headquarters Air Force Space Command Inspector General, Peterson AFB, Colo.

**Air Force Specialty:** Personnel

**Veteran of:** Four compliance and operational readiness inspections, one nuclear surety inspection, and two force protection anti-terrorism assessments.

**Job Description:** Inspects active-duty personnel activities in the Military Personnel Flight, Commander Support Staffs and other flights. Provides independent assessment of personnel capabilities by identifying deficiencies and recommending improvements for mission accomplishment and customer satisfaction. Provides training to units when requested or necessary.



**Hometown:** Clay City, Ill.

**Years in Air Force:** 20

**Volunteer Work:** Assists the local Care and Share Food Bank and Special Olympics



## Lessons, best practices from the field

### Cannon's war wagon

The 27th Equipment Maintenance Squadron, Cannon AFB, N.M., has just the thing every well-tooled machine shop needs before it deploys: a war wagon. The self-contained mobile machine shop is equipped for rapid deployment of shop assets while providing necessary machining support operations at a bare base. The portable machine shop has virtually everything the shop back at Cannon has, including lathes, drills, presses and grinders, plus plenty of raw metal stock.

*Staff Sgt. Toby Nichols*

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### Higher learning

The chaplains of 7th Wing, Dyess AFB, Texas, developed a comprehensive training program for their newly assigned individual mobilization assistant reserve chaplains.

The program prepares new IMA chaplains for a Total Force ministry, using an innovative Reserve Chaplain Training Manual, which contains need-to-know information such as

in-processing procedures, correct wear of the uniform, training and contingency plans for performing a pastoral ministry in the Air Force.

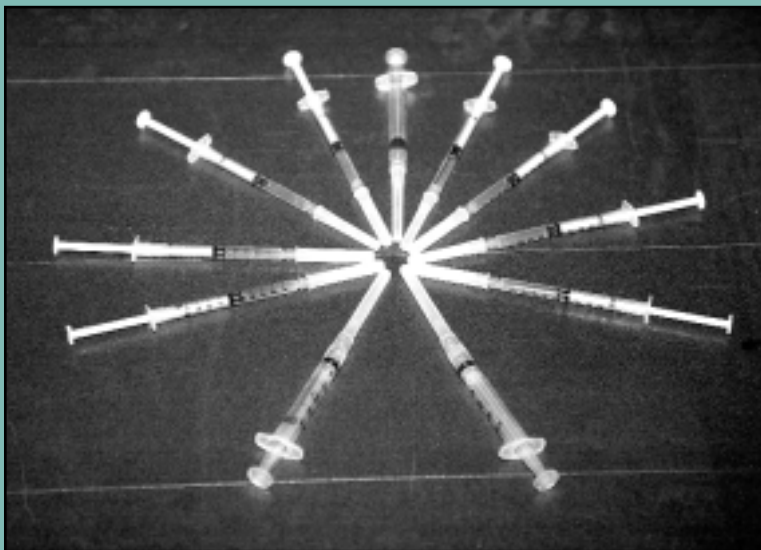
The program allows new IMA chaplains to perform duties before they report to commissioned officer training.

*Maj. Paul Cannon*

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## A shot in the wallet

The 56th Medical Group at Luke AFB, Ariz., has arranged with manufacturers of antidotes for biological and chemical weapons to return expired antidotes for monetary credit.

So far, more than \$24,000 in credit has been returned to the organization and is used to fund shortfalls in other war reserve materiel accounts.

*Master Sgt. Lewis Rismiller,*  
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## A whole-base approach to force protection

At Randolph AFB, Texas, the 12th Flying Training Wing has established a Force Protection Council to facilitate a whole-base approach to force protection and installation security. It combines the already-established Resource Protection Executive Committee and the Installation Security Council, and is chaired by the wing commander.

The FPC meets quarterly instead of annually and all meetings open with an update on local threat assessments.

Through the FPC, Randolph personnel have an expanded focus encompassing both resource protection and installation security issues. The result is synergized crime prevention, resource protection and physical security programs as part of a systematic, integrated team.

Air Education and Training Command inspectors say that Randolph's FPC is a first in the Air Force. It brings together base leadership to review all force protection

programs in one forum, allowing members to discuss issues, get feedback from issues working groups, assess programs and make decisions.

*Lt. Col. Alan K. Anderson*  
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